

Montgomery County Public Libraries Performance Plan FY10

Contribution to Montgomery County Results:

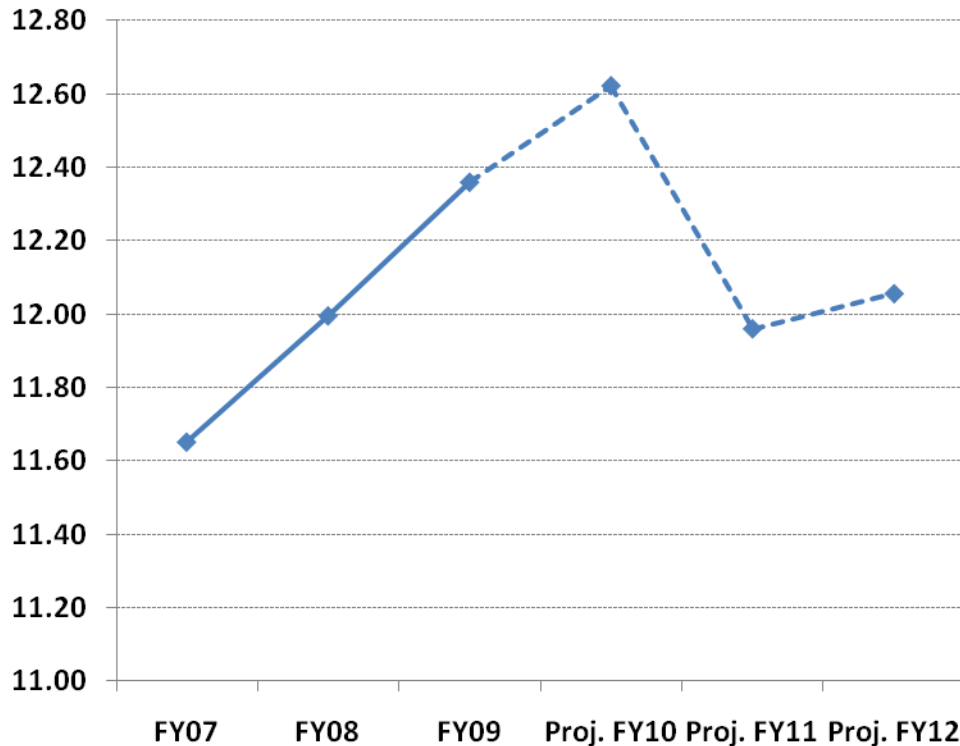
1. Responsive, Accountable County Government
2. Vital Living for All Residents
3. Children Prepared to Live and Learn
4. Healthy and Sustainable Neighborhoods

Core Library Services	Activity, Outcomes, Resources
<p>Provide a prompt, accurate, useful response to customer questions that help them with school, employment, leisure, citizenship and other important life activities.</p> <p>Provide prompt and efficient management of customer accounts, allowing customers to effectively access materials and other services, and manage account issues.</p> <p>This service is provided in-person at our branches and virtually via our Ask-a-Librarian service (email, chat, and telephone). In cooperation with the State AskUsNow program, there is 24/7 reference coverage via on-line chat.</p>	<p>1.5 million total questions answered in FY09, 1.2 million for information. (That's an average of 4,700 questions per day).</p> <p>160.4 workyears (FY10) of State-certified librarians and library associates (41% of MCPL staff).</p> <p>Open to the public approximately 59,425 hours per year (about 1,188 hours per week from 21 branches and one mobile services van). Branches open 40 – 64 hours per week.</p> <p>Virtually open to the public 24/7, via content-rich and service-rich web-site; on-line/telephone renewal; and email, chat, and telephone reference (collaboration).</p>
<p>Provide physical and virtual information sources, professionally selected and maintained to meet both general and specific community needs, including: Pre-School Children, Children and Teenagers, Seniors, Visually Impaired Readers, Businesses, Language Learners, and World-language readers.</p> <p>Provide in-person and on-line advice on what to read and forums for discussion about library materials, including a NACO Award-winning "Reader's Café" on-line newsletter.</p> <p>Provide access to library materials through an on-line catalog, staff, and the physical organization of libraries.</p>	<p>3 million physical items (2.5 million books, 375,000 audio, video, and music formats, video formats; 4,395 subscriptions), circulated (checked out) 11.8 million times in FY09.</p> <p>In addition, 1.6 million items were retrieved from our growing e-book, e-audio, and streaming video content; and over 40 high-quality electronic reference sources (Morningstar, Health Reference Center, Automotive Reference Center, Business and Company Resource Center, Academic databases, and more).</p> <p>The most visited County Govt. web site, 3.2 million visits in FY09. Actively managed, refreshed content, including "Kidsite," "Teensite," "Seniorsite," "Reader's Café" and "BizInfo." Includes community participation in website content and design.</p>
<p>Provide programming to support early literacy, children's school and reading needs, homework help, adult reading, culture, current events, community issues, English language learning, and other needs.</p> <p>This includes NACO award-winning programs for Children's Storytellers, English</p>	<p>5,970 programs presented in FY09. Attended by 136,095 customers.</p> <p>Select highlights:</p> <p>1,196 families and young children attended 38 Childcare Provider Workshops presenting</p>

<p>Conversation Clubs, and coordination of services for Seniors.</p>	<p>activities intended to support the development of reading readiness skills.</p> <p>1,362 pre-school programs geared towards early literacy were presented, and attended by nearly 47,000 participants.</p> <p>Summer Reading program for 2009 had over 22,010 registered participants.</p>
<p>Provide a vital community space that fills a diverse set of group and individual needs, from tutoring-studying to recreational reading.</p> <p>Provide several heavily used public meeting spaces through the Community Use of Public Facilities program and provision of computer workstations to facilitate e-government transactions and other needs.</p>	<p>21 branches, 444,000 square feet available in FY09, up from 375,000 in prior years.</p> <p>\$120 million Capital Program (FY09-14).</p> <p>472 Public Access Internet Computers loaded with office productivity software (Microsoft Word, Excel, and Powerpoint) and Internet access.</p> <p>5 Computer/Language Labs with English and other language learning software (also resources for extended resume development, homework, disability-specific equipment, and other needs).</p> <p>29 Meeting Rooms, used approximately 25,000 hours per year.</p> <p>Tutoring, quiet study, and group study rooms in most library branches.</p> <p>Literacy Council served over 1,600 learners in FY09, teaching them how to read and write, using MCPL space and receiving about 40% of their funding from the County.</p>
<p>Overall</p>	<p>Operating Budget (FY10): \$37.6 million (Recommended Savings Plan Target: \$36 million for FY10).</p> <p>Personnel Complement (FY10): 427 positions; 386.1 WYs.</p> <p>More than 740,000 registered card holders.</p> <p>More than 9.5 million visits in FY09.</p> <p>88% of surveyed users visit library at least monthly.</p>

Performance

Headline Measure # 1 – Circulation Per Capita



Contributing Factors

- Customer's Needs (Circulation July through October 2009 is 4.35 million, an 8% increase over the first third of FY09. All but two branches are showing increased circulation (Chevy Chase had a three-week closure for mini-renovation in August), and eight branches are showing double digit increases in circulation over the same time last year).
- Adequate materials collection budget.
- Materials selected meet customer needs and demands.
- Opening of new facilities with refreshed collections.
- Programming that connects customers with library materials.
- Professional expertise of library staff in helping customers efficiently find the best information sources or library materials to meet their diverse needs.
- Reader's advisory services (to suggest right materials to meet customer needs), both in person and via a NACA award-winning Reader's Café web-site.
- Marketing of materials to customers.
- Recent changes in processes, policies, and methods to make popular materials available more quickly and in more quantities during peak demand periods (e.g.,

- leasing best sellers, increasing select browsing collections, changing loan periods).
- Efficient processing and delivery of materials.
 - Modern, searchable integrated library system with on-line catalog, and the capability to support automated and in-person reserves of materials by customers.
 - Delivery of reserved library materials to the library of a customer's choosing.
 - Standards for processing and delivery of library materials.

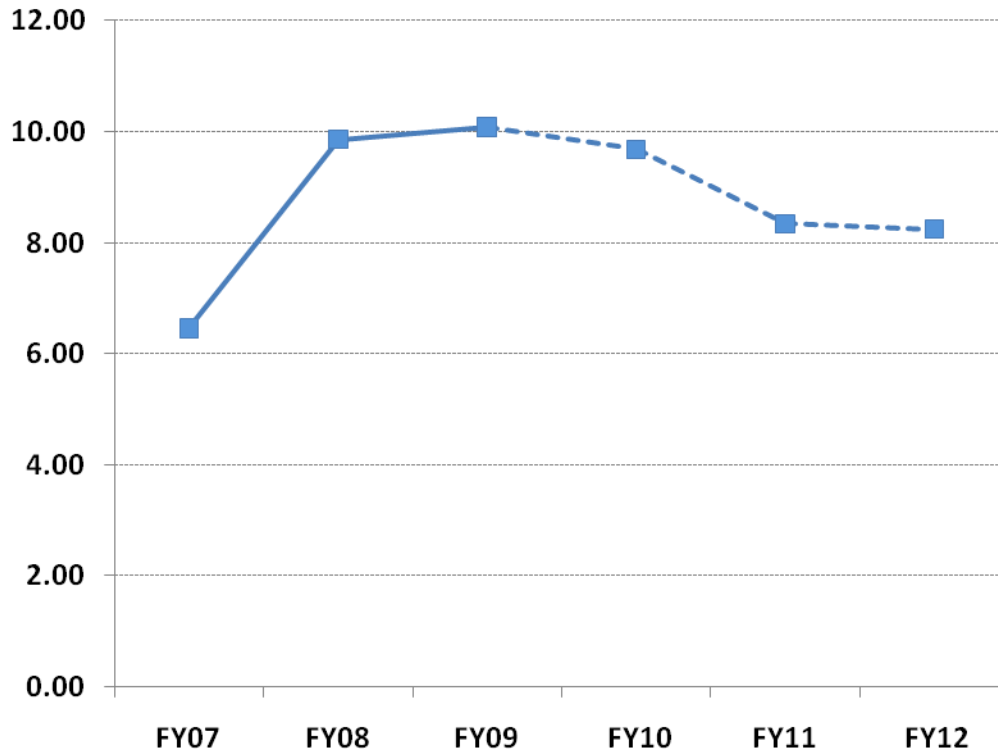
Restricting Factors

- Substantial materials collection budget cuts (25%+ effective reductions, multiple year reductions).
- Substantial staffing reduction (11% and rising) has reduced programming and eliminated outreach (which connects users to the best materials for their needs). The ability of staff to be consistently available to answer questions will be endangered by further cuts.
- Increasing diversity of needs and formats outstrips existing resources, especially as resources (both staff and materials) are further reduced.
- Closure of major library branches for renovation (the projection above includes a reduction for the last quarter of FY10, trimming the current 8% growth in circulation to a net 3% growth for the whole year, and a 500,000 per year reduction in FY11, FY12 due to the closure of Gaithersburg and Olney branches for renovations).
- A frequent misconception that free information resources on the Internet are equivalent to library information resources. The most useful and authoritative electronic information sources are costly, because effort and expertise is expended to verify, organize, and present useful information. Library staff also provide time, expertise, and training to help customers connect with the most appropriate information source to their need, without a commercial interest or bias. "Free" information from the Internet is prone to commercial or other self-interest, bias, and in some cases fraud. Search results can be bought by companies. There is frequently no indication of the provenance or accuracy of information provided on the Internet.
- Staffing and equipment issues that delay materials processing or delivery (meaning many of the most in-demand items take longer to make it to customers).
- Older technology used in current library catalog (doesn't take advantage of new ways to search, or allow customers to save and share their recommendations).
- Reductions in staffing resources and materials budgets will slow access to library materials in the following ways:
 - Customer holds will take longer to process with less staffing and higher services demands (of all types) on the staff that remain.
 - There will be less popular items available for customer reserves (the number of copies bought that can be reserved will be lower).
 - There will be less popular items available for browsing and in-person browsing. And MCPL will shorten the borrowing period on those materials, so they will be available to other customers more quickly.

What we propose to do to improve performance

- Continue to review customer service policies and business processes to further reduce any barriers to customers getting the materials they need.
- Prioritize staffing of information and circulation service desks so that reader's advisory services can take place and customer account issues and transactions can be managed effectively (tools: workload studies, scheduling efficiency, management of substitute staffing funds).
- Redesigning service delivery. For example, evaluating single service desks to serve customers of all ages from a single location, reducing the number of desks, urging staff to "float" and approach customers.
- Improve the analysis and use of data about circulation, increase data-driven planning and decision making about materials acquisition and policies.
- Explore new technologies and/or business processes such as books by mail, delivery of information via text message, and self-service technologies (at this time mostly with grant funding).
- Use grant funding to acquire technology that will improve the usefulness and effectiveness of our on-line library catalog (improved search functions, possibly the introduction of customer feedback mechanisms common to similar retail enterprises).
- Improve marketing of library services and materials via grant-funded activities.
- Communicate to public and policymakers on the full scope of library services and benefits to ensure that resource decisions are made with full knowledge of the potential consequences to customers.
- Considering opening an interim facility in Gaithersburg to help with circulation and program service impact on branches as well as the system.

Headline Measure # 2 – Visits Per Capita



Story Behind the Performance

Contributing Factors

- Convenient hours of operation, complementary hours (some branches open when others are not).
- Size, quality, attractiveness, comfort, utility, quantity, location of branches.
- Community need for knowledge, gathering, information resources.
- Staff expertise applied to helping customers find the best information sources or materials to meet their needs.
- Programming, marketing, collection.
- Outreach to Schools, Seniors, Teens, and other groups.
- Partnerships and Collaborations.
- Meeting Room amenities.
- Proximity to schools, residential complexes, commercial sectors.
- Policy changes that increased the number of high demand items (bestselling books and DVDs) available exclusively for browsing at library branches and in-person circulation (formerly many more high-demand items were being put on hold and spending time in transit and on customer-hold shelves. MCPL changed the mixture of holdable versus non-holdable items to increase the availability of materials in the library branch itself).

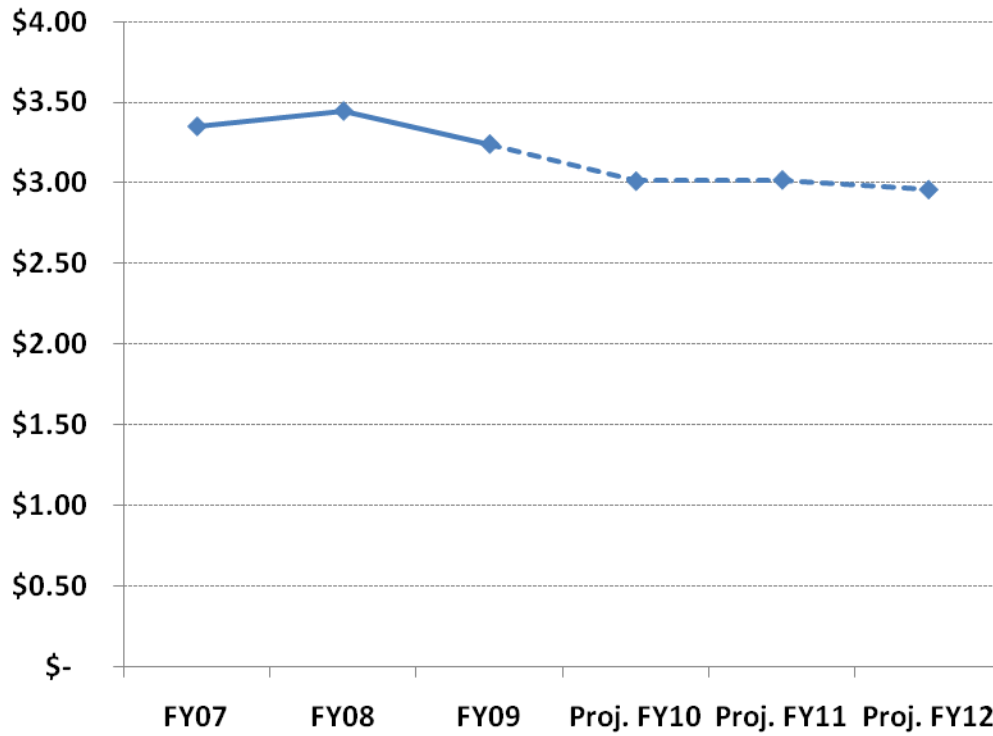
Restricting Factors

- Hours not matching full diversity of community need.
- Variation in hours from branch to branch can be confusing to customers, particularly small variations in opening and closing times.
- Size, quality, attractiveness, comfort, utility, location of branches.
- Cost to renovate facilities, staff new ones.
- Reductions in staffing create long lines and increase timelines on holds fulfillment and reshelving, all of which become barriers to customer's access to services. Programming reduced and outreach eliminated.
- Access to library services when branches are closed for renovation.
- Length of time to design, build/renovate (projection above includes an assumed reduction in visits of 1.5 million per year (FY11, FY12) due to closure of Gaithersburg and Olney branches).
- Transportation, parking, especially at Bethesda, Rockville and Silver Spring.
- 24/7 availability of the Internet.

What we propose to do to improve performance

- Consider making hours more uniform.
- Establish an interim facility for Gaithersburg branch (due to the magnitude of the impact), and impact staffing at branches (Olney in this period) closed for renovation.
- Improvement of design process for library CIP to ensure programs of requirements accurately reflect current needs of community before major design/cost considerations are completed.
- Explore technologies that improve customer convenience and increase access to library services beyond the walls of libraries (kiosks, self service devices, etc.).
- Revise data collection and methods to upgrade definition of what a "visit" and/or library use constitutes, incorporate these changes into library services planning
- Work with DGS to shorten the time needed to renovate.
- MCPL will work to shorten time needed to close-down and re-open upcoming renovation/new branches (succeeded in past with Rockville and Germantown).
- Improve collections to meet the diverse needs of the community.
- Work within a decreased collection budget to balance the need for multiple copies of high demand materials with thorough subject/genre coverage.

Headline Measure # 3 – Cost Per Circulation



Contributing Factors

- Quality of staff work, efficient and lean organizational structure.
- Interest of customers in materials.
- Reductions in staffing will decrease the cost per circ.

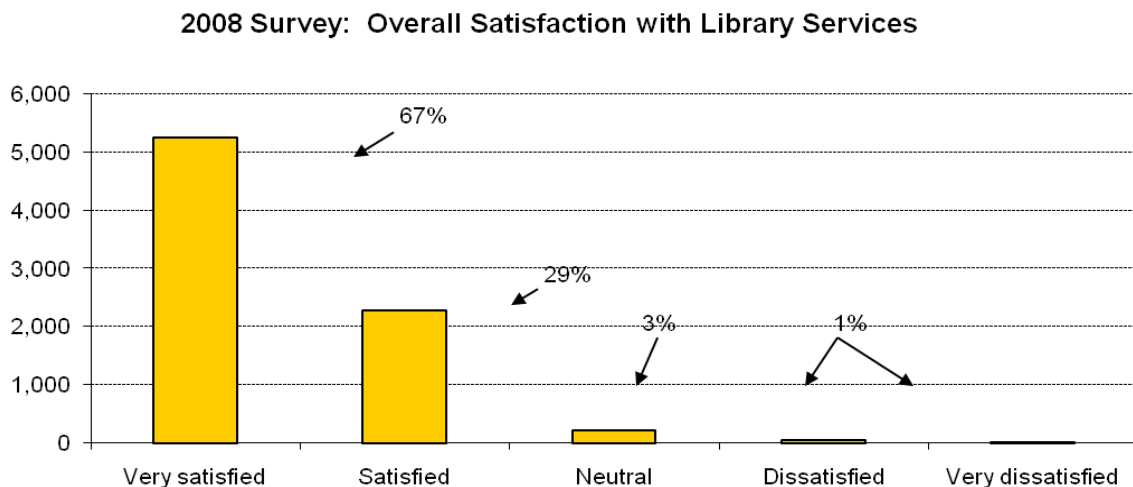
Restricting Factors

- Staffing reductions made largely for budgetary reasons, not efficiency/effectiveness (e.g., a cost per circulation too far below our peer systems is not an indication of an efficient or effective system).
- When fiscal situation is normal, personnel costs are 80% of our total costs, generally increasing costs per circulation for factors not within the department's control.
- Ability of system to schedule sufficient staffing to meet operational needs, especially when unexpected circumstances or peak load conditions occur, in the current reduced staffing complement. Loss of ability to perform valuable services such as programming, homework help, and outreach, which all expand access to library services and help connect customers with the best information or materials for their needs.
- Fewer staff will mean that there will be limited readers' advisory and help for customers in locating the materials they desire.

What we propose to do to improve performance

- Continue to improve efficiency of policies, processes, practices, and training. This includes rollout of recent full review and update to comprehensive policies and procedures; rollout of integrated library system upgrade; use of grant-funded hand-held devices and receipt printers to improve efficiency and customer service.
- FY '10: Implement a discovery layer to make the library's materials catalog more user-friendly.
- Continuous review of staffing workload, making temporary and permanent staffing adjustments to adapt to changing budget and staffing conditions.
- Take opportunities to cross-train staff and otherwise increase the flexibility of staff to respond to changes in workload or customer needs.
- As described in measures # 1 – 3, use grant funding or other methods to find technologies, change process, and improve the selection of materials (e.g., methods that can increase circulation without increasing general fund costs).

Headline Measure # 4: Customer Satisfaction



Contributing factors

- Quality of staff (education, training, experience).
- Emphasis on customer service, ensuring coverage of service desks so staff are available (one of highest rated areas in survey).
- Combination of other contributing factors from Measures 1 – 3.

Restricting factors

- Decreased staffing level, especially in relation to peak loads of demand.
- Decreasing resources for materials, operations.

- Increasing diversity and intensity of customer needs.
- Ability to effectively measure customer satisfaction (resource constrained, can only do alternate years, have not been able to do focus groups).

What we intend to do to improve performance

- See Measures 1 – 3.
- Leverage Countystat and academic assistance (interns).

Headline Measure # 5: Community Impact

Baseline Impact of Library Services as Indicated by Customers (April 2008)

Impact of Service	Percentage of Respondents Indicated
Provided resources to research personal information (health, finances, purchases, retirement, travel, etc.)	44.6%
Improved my quality of life	42.7%
Helped me (or my family) with school assignments and projects	41.4%
Provided story times, books, and materials for my children	36.9%
Offered programs and materials for personal growth and entertainment	31.6%
Provided computers for my use and learning	28.9%
Presented a place to have meetings, relax, socialize, and have fun	20.0%
Improved my career options (career research, learned new skills, etc.)	19.6%
Researched job opportunities	16.8%
Learned another language	10.5%
Other	5.7%
Helped me grow a business	5.0%

Contributing factors

- Combination of contributing factors from Measures 1 – 4.

Restricting factors

- Combination of restricting factors from Measures 1 – 4.
- The survey-based measure in its current form does not quantify the community impact of library services.
- There is not nationwide consensus on how to do this, but there are some models that we have not yet used.

What we intend to do to improve performance

- See Measures 1 – 4.
- Leverage Countystat and academic assistance (interns), particularly to research other models of quantifying the value of library services (there is a range of approximately \$2:\$1 spend up to \$7:\$1 spent in the literature we have reviewed so far).

Appendix A: Budget

Capital Project costs for all current and upcoming renovations were changed to reflect a proposal by MCPL to spend at least \$250,000 per renovated library, (substantially more for Silver Spring Library due to the large increase in the intrinsic size of that collection), to ensure that renovated libraries open with both renovated physical attributes as well as renovated collections.

Appendix B: Implementation

See Department Workplan Attached.

Appendix C: Data Development Agenda

The primary issue of note is the development of an agreed upon methodology for the valuation of library services, as a further and more quantitative program measure.

ADDENDUM: Responsive and Sustainable Leadership

Responsive and Sustainable Leadership has been the cornerstone of the County Executive's vision for Montgomery County government. To advance this vision, we have identified the following overarching goals for all County departments.

MCPL Preface: MCPL will focus on the largest systemwide efforts for the addendum. What is not listed are numerous smaller efforts in each of the 23 units/branches, touching all areas of the addendum except MFD/Procurement issues. Often experiments in efficiencies, budding collaborations/partnerships, and risk management issues are done at a branch level, helping to inform a systemwide approach.

1. Collaborations and Partnerships:

Department actively participates in collaborations and partnerships with other departments to improve results beyond the scope of its own performance measures.

MCPL collaborates with both Montgomery County Departments, non-profit agencies and state agencies in order to increase services to library customers and support County services. These partnerships include, but are not limited to, the highlighted items below. What is not listed are numerous smaller collaborations both at the system and the branch levels.

- **E-Government-** MCPL's 450+ computers for the public are a popular place for residents to complete e-government transactions. As for flyers and handouts, MCPL staff often become knowledgeable in some of the more important government transactions (e.g., applying for a government job) in order to assist our customers.
- **Informing the Public - Flyers and Handouts-** MCPL is a popular distribution point for many government documents including: HOC applications, Senior Beacon, Recreation Guides, Federal and State Tax Forms, Voter Registration Information, and many other go government documents. MCPL has to put a substantial amount of staff time and effort into managing these documents. For many of the important government documents, MCPL staff also provide information to the public related to the forms. In addition to County and Federal documents, MCPL is a place for important community documents as well.
- **Community Use of Public Facilities-** MCPL provides dozens of meeting rooms for use by the community each year. The bookings are managed by Community Use of Public Facilities. Both MCPL and CUPF manage the space, ensuring that the space meets user needs and is managed fairly.
- **Literacy Council of Montgomery County, Maryland, Inc. –** A long-standing contract provides the Literacy Council with one-half to one-third of its funding, and provides the Council space to work. The Council uses volunteers to train several hundred residents each year how to read. In addition to our basic support, we are currently actively supporting a deeper level of English as a Second Language classes that the Council received State funding for in FY09, FY10.

- Montgomery Coalition for Adult English Literacy – MCPL is the current contract manager and supported the founding efforts of this important County collaboration that supports English as a Second Language efforts in the County.
- Transit Support- MCPL sells Senior SmartTrip Cards, Metro Disabled and Senior media, and provides space for Ride-On bus schedules in support of the County’s participation in regional transit. When they existed, MCPL sold Ride-On Trip Tickets for the County at all 21 library branches.
- Volunteer and Community Service Center – this program matches RSVP volunteers with jobs that will assist MCPL in delivering needed services to its community of users.
- Montgomery County Public Schools- In formal partnership, the MCPL media centers director is an ex-officio member of the Library Advisory Board. Informally, MCPL coordinates its collection with summer reading lists and other student needs of grades K-12, and is a key provider of early literacy training, support, materials, and programs. MCPL and MCPS staff also collaborate, co-train, and co-program (example: Diversity Through the Arts Program, Therapeutic Reading to Dogs Program).
- Ride-on – helps to support the summer reading program by providing incentives to young readers.
- Family Services Agency – partners with MCPL in the LSTA grant that provides a new model for early literacy for at risk families.
- Healthy Families – partners with MCPL in the LSTA grant that provides a new model for early literacy for at risk families.
- Positive Youth Development – MCPL is an active member of this County work group. By virtue of our locations in the community and our mission and programming, we serve numerous youth in the County and provide both active (programs, homework help, staff’s personal assistance) and passive opportunities (materials, computers, other information resources) for positive youth development.
- County Services for Seniors & the Persons with Disabilities- MCPL is a working member of both County workgroups in these areas. We provide programming, materials, Library Web Pages, and other services in support of services to these specific groups in the County. MCPL staff visit senior centers, and one library branch (Damascus) is co-located with a Senior Center. Visits to our libraries from various schools or other groups serving persons with disabilities are frequent. Also discussed elsewhere in this section are partnerships with the State to serve persons with visual and hearing impairments, and State/County/Non-Profit partnership to employee persons with developmental disabilities. MCPL conducted the procurement for, and will install the first operational Video Relay Service “telephones” for those with hearing disabilities. That effort is being done at two library branches with a contract vehicle designed for multi-department use in the future, in partnership with the Department of Health and Human Services.
- Training Programs for persons with Disabilities (Administrative Procedure 1-10) – MCPL is one of a small number of departments that participate in this program. MCPL offers employment to individuals with Autism, who perform a significant function for the department’s Collection Management Facility. This is a

partnership between the County, a local non-profit vendor selected competitively, and the State of Maryland (who provides funding to the non-profit).

- Street Outreach Network – MCPL provided the initial collection and occasional upgrades to the Youth Opportunities Center Library. MCPL provides books and book discussion facilitators over the summer to three sites chosen by the SON. These programs target youth at risk for gang behavior. MCPL also provided the initial collection for the SON library.
- SCORE – This Senior Corp of Retired Executives offer counseling for small businesses at the Rockville Memorial Library.
- State Library for the Blind and Physically Handicapped- Montgomery County is a repository for the Federal Talking Books Program, which is managed by the State Library for the Blind and Physically Handicapped. We serve this function via our Disability Resource Center, which provides resources and staff at the Rockville Memorial Library, and trains staff throughout the system.
- Montgomery County Association of Hearing Impaired Children- has presented workshops for staff and the public on Beginner's Sign Language and Children's Sign Language. They also partner with MCPL to provide programs for hearing impaired children.
- Recreation Department – collaborates with MCPL in providing gaming tournaments for teens in the branch libraries, as well as the annual Battle of the Bands at Aspen Hill Library.
- Montgomery College and the University of Maryland - MCPL is working with both of these institutions to improve access to graduate library courses in the County, which would enhance training, recruitment, and promotional opportunities.
- Barnes and Noble – helps to support summer reading by providing the gift of a free book to each child that participates.
- Montgomery College Paul Peck Institute for the Humanities – partnered with MCPL for the Maryland One Book project, two years running.
- Gandhi Brigade works closely with youth at Long Branch Library, offering opportunities to participate in creating youth media projects.
- Judy Centers - MCPL presents (Damascus, Gaithersburg, Germantown, Olney, Long Branch, and Mobile Services units) regular story times at the Gaithersburg and Silver Spring Judy Centers. A class for the teachers and local child care providers was taught in January 2009 using the new Parent Child Mother Goose early literacy techniques.
- Working with the Office of Community Partnerships, the Correctional Facility Library held a poetry workshop with poet Ethelbert Miller. The program was filmed and broadcast by NBC.
- Working with local Non-Governmental Organizations Identity and the Capitol Area Immigration Rights Coalition, the Correctional Facility Library established monthly informational bilingual meetings for inmates and detainees with immigration questions.
- Leveraging funds from Friends of the Library to purchase early literacy workstations, receipt printers, upgrade “teen areas,” do innovative public programming, provide learning opportunities for staff, market library services,

conduct multi-cultural programs, and other activities that enhance basic library services.

- Partnered with the Washington Post and Library Teen Advisory Groups to develop design plans for new teen spaces at Bethesda, Quince Orchard, and Chevy Chase branches. Subsequently partnered with Friends of the Library Chapters to fund implementation.
- MCPL is an active member of Collaboration Council.
- MCPL's Director is Co-chair of the FY10 Charity Campaign.
- MCPL's Director is Co-chair of the Senior Sub-cabinet.
- Partnered with and continue to partner with County Executive's Office, Departments, Friends of the Library, Library Advisory Board, and many community organizations to conduct the County Executive's Summit on the Future of Library Services (Nov. 17, 2009) and follow-up planning documents for services, technology, and facilities.
- City of Rockville – Partnerships in programming, fountain, parking.
- Department of Economic Development – Partnering to provide multiple sites and marketing for use of ARRA-funded workforce training (resumes, career search, basic computer skills, and similar topics).
- Job Training- Developed job-training workshops in partnership with Jewish Social Services Agency (rollout imminent); also working with Department of Technology Services and Department of Economic Development and others on ARRA (Federal Stimulus) grant proposals for workforce training.
- Submitted proposal to Friends of the Library for a project to improve workforce related training programs (Libraries Linking Employers with Applicants Project).
- Partnership with DTS to build a department Intranet using Sharepoint.
- Recently proposed a change to Library Meeting Room policies which will expand the possibilities for MCPL to partner and collaborate with organizations that provide seminars, mini-courses, and other information for nominal fees. Will actively explore at least one such partnership in FY10/FY11 with a unit of the University of Maryland.

2. Innovations:

Department actively seeks to be innovative in its efforts to improve performance.

Accomplishments and Expected results

- Established a Virtual Services Branch to focus department efforts in offering electronic resources, on-line help, and presenting library services via our Internet Page.
- Department is an early leader at the use of Web 2.0 technologies, including active uses of these technologies for both direct customer service and internal staff work/communication: Blogs, Wikis, Instant Messaging, Chat, MySpace, Facebook, Twitter, Del.icio.us, other technologies.
- MCPL has required, and is so far achieving compliance, with workgroups holding at least 25% of their meetings virtually.
- MCPL conducted its staff development day “virtually,” using grant funding, and State-funded teleconferencing software.

- MCPL implemented the County contract for Video Relay Service (a device that allows persons to communicate via sign-language).
- MCPL implemented a contract for Digital Signage at the Rockville Memorial Library, that is useable by other departments.
- MCPL have put forward a concept of an Express Library (White Flint Sector Plan).
- MCPL's design for new service desk at Chevy Chase, is ergonomically designed to address concerns expressed by Risk Management during its annual safety audit about the height of library circulation desks in relationship to computer keyboard and monitor placements.
- MCPL has been innovative in its establishment of collaborations and partnerships, leveraging funding and staff resources throughout the County. We have gotten seed funding in many instances from the Friends of the Library to test new technologies and/or materials types, and to develop new program types or support collaborations. We secured State funding for our innovative "Mother-Goose" literacy training partnership, and Friends of the library funding for almost \$100,000 worth of Teen, Summer, and general programming.
- MCPL hopes to make feasible some level of "books-by-mail" service for customer holds (the first version is anticipated to be customer-paid, which will limit interest, but allow us to proceed).
- MCPL will explore materials pick-up lockers at upcoming renovations and new facilities.
- MCPL is working on improving its on-line catalog with grant funding (at least partially). Particularly desired innovations include smarter searching (correcting for misspellings), offering customers multiple options when their "keyword" has multiple meanings, allowing for customers to provide feedback/reviews of materials to each other, allowing customers to store select information at their option.
- MCPL would like to offer some kind of service information (holds status, updates, possibly answering questions) via Text messaging, in the next three years.
- MCPL is at a juncture to replace its mobile services vehicle, and will look to some innovations in the vehicle and service.
- MCPL would also like to explore other methods of providing service beyond our walls, including currently a grant application for mobile computing labs for classes/training; future exploration of next generation kiosk technology; and other means.
- MCPL continues to seek innovative programming and technology/equipment partnerships, currently we have a proposal in front of the Friends of the Library for a combined equipment and workforce training project entitled Linking Employers and Applicants Project (LEAP).

3. Effective and Productive Use of the Workforce/Resources:

Department actively works to effectively and productively use its workforce/resources, including, but not limited to, better management of overtime, implementation of

productivity improvements, reduction of ongoing costs, and efficient use of other resources.

Accomplishments and Expected results

- MCPL uses staff “cohorts” to ensure a coordinated and multi-disciplinary approach to both specific and on-going issues. Some examples include: A data and benchmarking cohort, a learning organization committee, a customer service cohort (that reviewed every customer service policy and made specific change recommendations that were implemented); a Staff Development Cohort; and an Innovation Cohort.
- Redesigned department Intranet to better communicate information throughout the system in partnership with DTS.
- Conducted two workload studies to review staffing deployments and make priority decisions under reduced staffing conditions.
- Used grant funds to improve circulation process by using receipt printers to eliminate hand-stamping of checked out materials.
- Comprehensively reviewed all policies, and modified several to improve efficiency and customer service.
- Managed an 11% reduction in staffing with no reduction in service hours, and maintenance of core staffing expectations for service desks.
- Reorganized department leadership structures at all levels to improve communication, efficiency, and effectiveness. Included reorganization of all senior manager portfolios, and the restructuring of branch management and staff structures.
- Established a Director’s Advisory Committee, with multi-level and multi-disciplinary membership, published agendas and minutes, and a regular schedule; to improve department decision-making and increase transparency and accountability.
- Developed and implemented a “Circles of Support” approach to managing human resources (e.g., linking groups of branches together to facilitate dealing with staffing absences and other operational issues in a coordinated manner).
- Developed several innovations in public programming to ameliorate reductions in staffing:
 - reduced expectations on staff for programming, focusing on early literacy as the highest priority;
 - piloted and in the process of evaluating a “Circles of Support” programming model that takes a multi-branch approach to programming, and focuses staff programming resources on the best pre-school program designs in a more efficient manner, re-using the best program designs, and consolidating the scheduling of branch programmers; and
 - gathered grant funds to provide systemwide cultural, educational and entertainment type programming via vendors, following a well-known and very successful summertime programming methodology.

4. Succession Planning:

Department actively plans for changes in its workforce, in order to maintain continuity of services, develop staff capabilities, maintain and/or transfer knowledge, and enhance performance.

Accomplishments and Expected Results

- Active participation in State training of librarians (including leadership development programs) and library staff to prepare them for promotion.
- Active participation in County's Manager Development Program with both mentors and mentees, in both cycles of the program.
- Cross-training between Business Office and Public Services Administration.
- Developed a "Managers" Academy to better train new library managers and supervisors in library-specific planning and management issues.
- Training plan elements in every PPE.

5. Internal Controls and Risk Management:

Department actively assess its internal control strengths, weaknesses, and risks regarding compliance with laws and regulations, recording of financial transactions and stewardship over County assets. As subset of this goal, each department also manages risk pertaining to improving workplace safety, decreasing work-related injuries, and reducing County exposure to litigation.

Accomplishments and Expected Results

- Sent all drivers to safe driving class.
- Changed PPEs of drivers to include safe driving and general safety compliance.
- Purchased Sit/stand workstations and designed a more ergonomic service desk for Chevy Chase Library. Sit/stand workstations were the library department's response to an evaluation recommendation from Risk Management during the annual safety audit to provide more ergonomically correct circulation desks at all branches. These workstations are the first to be installed in library branches at the circulation desk.
- Reviewed and updated department cash handling procedures.
- Met with County Attorney, and will follow-up with policy changes and procedure changes to more effectively pursue the small number of customers that take out and do not return library materials in excess of \$250 - \$350.
- Implemented changes coming from recommendations made by Risk Management in their review of all library facilities.
- Regularly invite Risk Management staff to present at manager meetings, staff training sessions, and prior staff development days.

6. Environmental Stewardship:

- Department actively makes appropriate changes to workplace operations, workflow, employee behavior, equipment use, and public interactions to increase energy-efficiency, reduce its environmental footprint, and implement other environmentally responsible practices.

- Working with Print shop to convert carbon paper notices to post-card format notices.
- Marketing campaign to encourage customers to use email notification (which obviates needs for paper notices entirely for those customers who choose, currently around 75% of customers use email notification).
- Reducing print runs, bookmarks, changing flyer formats, and eliminating forms and handouts.
- Introduction of Receipt Printers with Friends of the Library Funding, eliminates the use for costly and practically non-recyclable “Date Due” labels and their related “Date Due” stampers and ink pads.
- Revised a key report used to review materials for discarding; use of a new spreadsheet format greatly reduced the amount of paper required at each of the 21 branches each month to use the report.
- Researching other ways to eliminate or reduce paper use.